

# Real Work Real Pay Pilot

## Policy and Implementation Guide

June 17, 2008

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## Introduction

The Real Work Real Pay (RWRP) pilot will help to develop and test innovative strategies for moving Wisconsin Works (W-2) participants into lives of economic independence through wage-paying jobs. The pilot offers a new employment option to W-2 participants who have received a cash grant and have been unsuccessful in a job search for at least the preceding 60 days. Program participants will receive extensive on-site job support and a workplace mentor; employers will receive a wage subsidy to offset the cost of the initial hiring and training period.

The RWRP pilot program will enroll up to 100 individuals and will be implemented from June 1, 2008 through December 31, 2009. Through the services delivered, participants will have an opportunity to build employment skills and develop a paid work history that will result in meaningful employment in jobs that they keep.

## Participation in RWRP and Wage Subsidies

W-2 participants who begin employment under RWRP will be paid by the employer and will no longer receive a cash grant. The wage subsidy will offset training costs, wages, and/or employment taxes of the employer.

The subsidy will be paid by the W-2 agency for a maximum of 30 hours per week as long as the participant was paid for at least 30 hours for the week that the employer has requested reimbursement. The employer must agree to pay the RWRP employee the same hourly wage that other workers in the same or equivalent employment positions are paid and for all hours worked by the participant (employee). The budget was planned with the assumption that the average wage subsidy lasts 16 weeks. Under no circumstance may a wage subsidy exceed 40 weeks, or 9 months (see Subsidy Extensions).

There are two wage subsidy options within this pilot: the Service Driven strategy, and the Subsidy Driven strategy. Through evaluation of the RWRP pilot outcomes, these different approaches will provide information to the department in how best to work with employers.

### Service Driven

(Kenosha and Policy Studies, Inc.) This strategy offers a flat wage subsidy of \$5.50 per hour for 30 hours per week, or approximately \$710 per month per participant. Under this option, the W-2 agency will provide intensive job coaching services. Job coaching services under this strategy require that W-2 agency staff is on-site with the participant for a part of the participant's first day on the job and then maintain a predictable weekly schedule for on-site job support throughout the placement. The amount of time the agency staff is expected to be on the employment site with the participant and employer may be incrementally reduced over the subsidy period, as the participant demonstrates job retention and soft-skill development. This option assumes that 33% of funds are allocated toward the wage subsidy and approximately 66% are available for services. This level of involvement with the employer must be explained to the employer during the employer recruitment and job development phase of work.

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### **Subsidy Driven**

(Marathon) This option offers employers the maximum wage subsidy, approximately \$1,020 per month per participant, along with job coaching services. The wage subsidy under this option may vary from one employer to the next, but is limited to the current federal minimum wage<sup>1</sup>. This option provides for an estimated 48% of funding allocated toward the wage subsidy and 52% to be spent on services.

With both strategies, the wage subsidy is limited to 30 hours per week, although the participant may be employed for as many as 40 hours per week.

Example: A participant may be hired for a full time job for 30 to 40 hours per week, but the wage subsidy paid to the employer is limited to 30 hours per week. Any RWRP job placement must be at least 30 hours per week.

There should also be an understanding for both the employer and the participant that there is an "open door policy" to contact the W-2 agency if a problem arises that may put the job at risk.

## **Target Population and Participant Selection**

Potential RWRP candidates will be identified from the W-2 T and CSJ caseload. These will be individuals that have been unsuccessful in obtaining unsubsidized employment in previously assigned activities. RWRP candidates must not be identified from individuals in the W-2 application process. W-2 agencies are encouraged to allow individuals to self-identify as job-start ready (ready to begin employment) through demonstrated participation in previously assigned activities, such as arriving on time, being reliable, and being prepared to complete assignments.

The W-2 agency must utilize assessment information to determine the most appropriate W-2 placement. The assessment process will assist the agency in identifying individuals who may be appropriate for the RWRP pilot by gathering information about the individual's work history, recent job search efforts, education, job skills, strengths, interests and abilities and other factors that could affect employment such as physical limitations or other employment barriers.

The FEP must not assume that participants who have limitations are unable to participate in the RWRP pilot. When limitations are apparent, and the individual remains an appropriate candidate for participation in RWRP, the agency must consider the barrier or limitation and assist the employer in providing any needed accommodations related to the potential job match.

As is the case with all W-2 participants, based upon information gathered in the assessment process, the agency is expected to facilitate referrals for additional resources that support work. These referrals may include vocational rehabilitation, mental health, substance abuse, and domestic violence services. While these services may not directly focus on employment, they may stabilize barriers that will enable a participant to engage in work.

When an individual has been identified as a potential RWRP candidate, the agency must initiate a discussion of job-readiness and identify the work supports that will help to ensure job retention. This must include a discussion of back up child care plans, reliable transportation,

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<sup>1</sup> The federal minimum wage will increase on 7/24/08 to \$6.55 and on 7/24/09 to \$7.25.

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and a discussion of the household budget including an explanation to the participant on how their household cash-flow will change with the end of W-2 cash assistance in the transition to paid employment. The agency should also provide information about the Advanced Earned Income Tax Credit, Transitional FoodShare, BadgerCare, child care funding, and any other resource the participant and his/her family will be accessing during the transition to full time employment.

During the selection process, participants will:

- Self-identify as ready to begin employment and demonstrate a commitment to retaining the job;
- Be able to work full time (30 hours per week or more);
- Have child care arrangements and back up child care arrangements (if appropriate) for custodial children under the age of 13, and for those 13 through 18 who have been identified as having a special need;
- Have previously completed some work experience, and job readiness and motivation sessions;
- Be involved in or connected to community services or programs that could support job retention (e.g., AODA programs, driver's education, parenting classes, budgeting classes, GED, HeadStart, etc.);
- Not anticipate a loss in W-2 eligibility;
- Have completed enough basic education<sup>2</sup> to qualify for a number of employment opportunities, but lack sufficient work experience or skills to meet all of the employer's requirements, and the RWRP employer agrees to provide an opportunity for the individual to gain the required job experience.

## **Selecting Employers**

Employers who participate in the pilot will provide a job opportunity of 30 hours or more per week, a workplace mentor, and on-going participant performance feedback to the W-2 agency. Through this partnership between the W-2 agency and the employer, participants will have an opportunity to build employment skills and develop a paid work history that will result in permanent unsubsidized employment and help employers meet their workforce needs. Employers receiving a wage subsidy must not be a W-2 agency or an affiliate of a W-2 agency nor may a W-2 agency have a financial interest with any of the employers at which RWRP employees are placed.

### **Employer Recruitment and Selection**

The W-2 agency will recruit potential RWRP employers in demand occupations based upon local labor market trends. Preferred employers will offer career advancement opportunities through on-the-job skill-building or apprenticeship programs in industries where employment ladders exist. These types of employers may be identified through Wisconsin's Worknet website located at <http://worknet.wisconsin.gov/worknet/>.

The W-2 agency will identify those employers that offer full time (30 hours or more per week) employment opportunities along with employment benefits. Preferred employers will offer paid time off and health insurance. The W-2 agency will explain the pilot project to prospective

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<sup>2</sup> Basic education requirements will vary from one employer to the next.

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employers with the expectation that the employer will opt to participate in the pilot. Employers will then enter into an agreement with the W-2 agency as outlined in the Employer Agreement (see Appendix).

The W-2 agency will maintain a general profile of skills, demands, and workplace characteristics represented by job openings with employers with whom the W-2 agency has an Employer Agreement in place. Maintaining this general profile will strengthen the agency's ability to assist employers in their recruitment efforts by identifying potential job matches for RWRP candidates.

An important responsibility of the W-2 agency is to utilize information about employers' expectations and knowledge of W-2 participants' strengths to match each participant to a specific employer. The W-2 agency must also reduce any perceived risk to the employer in selecting a W-2 participant to fill a job opening by providing on-site support.

Employers participating in the pilot will be eligible to claim a wage subsidy as described in the Wage Subsidy Agreement for each W-2 participant and will receive an agreed upon level of on-site support provided by the W-2 agency staff.

**W-2 Real Work Real Pay Employer Agreement**

Employers receiving a wage subsidy must not be a W-2 agency or an affiliate of a W-2 agency nor may a W-2 agency have a financial interest with any of the employers at which RWRP employees are placed. Employers who accept the general terms as identified below will enter into the Employer Agreement.

- Pay the RWRP employee the same wage as other workers in the same or equivalent employment positions.
- Provide Worker's Compensation coverage.
- Provide the W-2 agency with information regarding the RWRP employee's job performance.
- Assist the W-2 agency to identify a worksite mentor. Mentors are eligible to receive a stipend of \$50 per month from the W-2 agency, this may be provided in a payment directly from the W-2 agency to the mentor or it may be paid to the mentor through the employer's accounting system.
- Comply with all federal, state and local laws, ordinances, and regulations affecting employees including the Family Medical Leave Act, the Americans with Disabilities Act, and the Civil Rights Act of 1964 prohibiting discrimination of any employee or trainee based upon race, color, sex, age, sexual orientation, handicap, political affiliation or national origin.
- Provide a safe and healthy work environment in compliance with federal, state and local health and safety standards.
- If a regular employee wishes to file a grievance related to displacement, provide the *Wisconsin Works Employee Displacement Grievance Policy* (DWSW-13121-P) to that regular employee (see Appendix for sample).
- The wage subsidy will end if the RWRP employee loses W-2 eligibility.
- Not fill any of the following positions with a RWRP employee:
  - A position when any other person is on layoff or strike from the same or a substantially equivalent position within the same organizational unit;

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- A vacancy that was created by the termination of a regular employee for the purpose of hiring an individual with a wage subsidy;
- A position when any other person is engaged in a labor dispute regarding the same or a substantially equivalent position.

**Mentors**

An important aspect of RWRP is the mentoring component. The W-2 agency will assist participating employers in identifying a worksite mentor. The mentor may be a lead worker, direct supervisor on the work-site, or another employee as identified by the employer. The mentor will be an experienced worker who is willing to share his or her knowledge and work skills, someone who excels at the job and can serve as a role model for the new worker. This will be someone the new worker can obtain guidance and support from during the course of the workday.

The primary function of the mentor is to assist the new employee in learning the technical skills of the job. The mentor is not expected to address soft-skill issues such as conflict resolution, getting along with co-workers, arriving to work on time, or child care and transportation problems. If these types of issues arise, the supervisor should contact the W-2 agency immediately.

In pairing the mentor with the new worker it is essential to consider compatibility. Consider such characteristics as: the mentor's ability to teach and model, commitment to assisting the new worker, similar personal circumstances, and whether both parties agree to the match. The W-2 agency must take action to ensure that the mentor relationship remains effective throughout the RWRP subsidy.

In exchange for the extra responsibility, the mentor is eligible for a \$50 per month stipend to be paid by the W-2 agency. The W-2 agency may provide this stipend in the form of a gift card. The stipend expenditure must be reported on the agency's fiscal CORE report and must be traceable through the audit process to the mentor (see the RWRP Contract Amendment).

**Services to the Employer and Participant: Job Matching**

After the RWRP Employment Agreement is in place, the W-2 agency will engage in as much ongoing consultation with worksite managers, supervisors, and labor market representatives as is necessary to maintain relationships with those employers for ongoing and a future source of RWRP job opportunities.

The W-2 agency may use any educational, vocational, and career interest inventories or assessment it considers necessary to determine the types of employment opportunities that closely match the participant's interests and abilities. In this process, the W-2 agency will compare the participant's emerging work-readiness profile with information about various jobs and employers, such as the nature of the work, performance expectations, required skills, and advancement opportunities associated with placement at that site. The W-2 agency will determine if any additional items, such as criminal background checks, drug screening, certifications, bonding, etc., are associated with potential matches and will screen the participant for these items and assist the participant and employer in arranging for these if necessary.

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In addition, the W-2 agency along with the participant will consider factors such as transportation, child care, and other logistical considerations into the employer selection and job matching process.

When the W-2 agency has identified a list of potential employer matches, the RWRP candidate must complete the employer's usual application and interview process. Before or following the employment interview, the W-2 agency may provide the employer with information based upon its assessment of the skills and abilities the participant will bring to the worksite. This is the W-2 agency's opportunity to market the participant's strengths to the employer and assure the employer of the continuing job support that will follow the participant into the workplace.

The W-2 agency will provide instruction to the participant in completing the job application and will provide coaching to prepare the participant for the interview process. The agency will also confirm with the participant that child care and transportation arrangements are secure for the interview and for later employment, should the offer be made.

Before an employment match is completed, the W-2 agency must provide the candidate with the W-2 Real Work Real Pay Placement Agreement which describes the placement. However, if an employment match does not occur, the placement change will not take place. A new placement code, RWJ has been created to identify participants of this pilot.

## **Services to the Participant**

All participants in RWJ placements will receive case management, supportive services, education and training services, and job retention services as appropriate throughout this placement and the CMF placement.

### **Employability Plan**

The FEP must develop a new Employability Plan (EP) with the participant to coincide with the RWJ placement. The EP will detail a logical, sequential series of actions and will identify the participant's employment goals, personal goals, and all assigned activities. The EP will demonstrate a link between assessment results, employment skill development, job retention plans, and work supports.

As is detailed in the W-2 Policy Manual, Part 1 of the EP will identify the employment goals which can be achieved during program participation and those which may be reached beyond the program. The primary goal may be listed as the job title that coincides with the subsidized employment. The secondary and additional goals may be related to the individual's unique skills, education, and interests.

The participant's ultimate career goal may be a step on a career ladder that begins with the RWRP employment. This goal can be recorded on the EP as a long-term goal.

The participant's personal goals should be listed in Part 2 of the EP. These are steps that outline long range and short-term activities the participant may do to achieve employment goals, and may be completed outside of program participation. However, at times, it may be appropriate to include these goals as assigned activities in Part 3 of the EP. Examples of goals to be listed in Part 2 may include:

- Any specific employment competency identified by the employer;
- Securing a driver's license;

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- Addressing parenting issues;
- Obtaining financial counseling;
- Involvement in support groups;
- Obtaining education and training to achieve long-term career goals.

Part 3 of the EP may list activities related to the primary job goal or may describe specific workplace competencies the participant will develop during RWRP employment.

The EP must be written in a manner that supports the participant's responsibility for personal decisions and the participant's responsibility to make informed decisions for his or her family. The EP must be written for the planned duration of the RWJ placement. If the placement is extended, the EP must be amended to reflect the new anticipated end date. The planned review date should be listed on the EP and should never be extended beyond the planned duration of the placement.

The EP must document all assigned activities and supportive services throughout the RWJ placement and must be updated following the RWJ placement to document follow-up services and other activities that continue beyond the RWJ placement, in a CMF placement.

**Job Retention and On-site Support**

When a participant has been selected by the employer the W-2 agency should assist the participant in being prepared to retain the job by coordinating work supports such as child care and transportation. The W-2 agency must also consider whether the participant may wish to apply for a Job Access Loan for work related supplies that are not provided by the employer. Early success is vital to the job retention process and will strengthen the participant's attachment to the workforce.

In preparation for the first day of work, the W-2 agency should counsel the participant regarding the household cash flow, and how working may affect family dynamics and require some adjustment on the part of each family member. Success in the workplace is especially critical in the first three months of employment, especially for individuals with employment barriers. It is important to take steps to ensure that the participant and the employer both experience success early in the job placement and in the weeks and months that follow.

Planning for success in job retention grows out supportive relationships with job development and case management staff. Job retention is part of the assessment process and continues throughout program participation and into unsubsidized employment. In the context of the RWJ placement, this includes on-going assessment of interpersonal skills, problem solving, and technical skill development as these are learned and practiced in the workplace. The W-2 agency must provide services that continue throughout the RWJ placement with a seamless transition to the CMF placement.

The W-2 agency is expected to be available to both the participant and the employer as needed to address any issues that could threaten job retention, keeping in mind that there is a strong correlation between such things as unreliable transportation and job loss.

W-2 agency staff is expected to be on-site with the participant for part of the participant's first day on the job to make sure the participant arrived at the job prepared to begin work, and to

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complete any remaining relevant paperwork. Following the first day, the W-2 agency staff must maintain a predictable schedule for on-site job support throughout the RWJ placement.

During on-going contacts with the employer, the W-2 agency should ask questions such as:

- How is the participant doing? Is s/he showing up on time?
  - Getting along with others?
  - Following to instructions?
  - Performing the assigned job duties well?
- Does s/he need any other support or accommodations not already addressed?

**Three-way Follow-up Conferences**

A three-way conference between the employer, W-2 agency, and participant must be scheduled at regular intervals. These conferences will provide an opportunity for the employer to provide feedback to the participant and the W-2 agency and will strengthen the W-2 agency's ability to provide support and monitor the participant's progress in achieving goals outlined in the EP.

**Work Supports and other Follow-up Services**

When the RWRP employee has completed the RWJ placement and the employer has confirmed that the employment has been retained, the W-2 agency must offer the participant a CMF placement and continue to provide job retention services for the following 12 months. During the CMF placement, the agency must have at least monthly contact with the participant to promote job retention.

During the CMF placement the agency will offer on-going services and referrals to address issues that arise that could threaten job retention. These services or referrals may include Child Care funding, Job Access Loans, housing resources, ESL or remedial education, mental health, substance abuse, or domestic abuse services and information regarding the state and federal Earned Income Tax Credits, Homestead Tax Credit, FoodShare, and BadgerCare Plus. Access to these resources may have a positive impact on employment outcomes and the family's economic stability.

**Other Activities during the RWJ Placement**

Participants may attend training and education activities during the RWJ placement as these activities relate to the employment goal. The participant is not paid for these activities unless the employer agrees to count these activities as work hours. In any event, during participation in the RWRP pilot the primary focus will be job retention.

**Subsidy Extensions**

To be eligible for the placement extension, the employer must request the extension based upon the participant's need to continue to develop or strengthen specific workplace competencies as identified in Part 3 of the EP. The W-2 agency has the authority to determine extensions to the wage subsidy, taking the agency's budget into consideration. All subsidy extensions must be justified by a need for continuing skill development balanced with the likelihood that the participant will be retained in unsubsidized employment following the extension.

## Responding to Adverse Events

### **Inability to Identify a Worksite Match with Potential RWRP Employees**

If after a number of employment interviews with employers who have agreed to participate in the RWRP pilot, a W-2 participant is not hired by an employer the W-2 agency must re-evaluate the participant's level of employability, interviewing skills, and other job seeking competencies.

If the inability to establish an employment match is the result of a previously unidentified employability barrier, the W-2 agency must offer the BST and follow up assessments based upon the screening results. This may result in postponement of a potential RWJ placement until barrier accommodation or remediation is established.

### **Second Chances: When the First Employer Doesn't Work Out**

If during a RWJ placement, it becomes apparent that there is a mismatch of skills and employer expectations, and the participant remains appropriate for participation in the pilot, the participant may continue with a different employer.

It is best if the move to a second employer be accomplished with no break in employment because the participant's household income will be affected. However, if there must be a break in employment, the participant's W-2 placement should be changed to a paid placement until a second subsidized employment opportunity is in place. In this situation the EP and CARES entries must be updated to reflect the change in placement and employers along with a justification of the change.

The agency must counsel the participant to ensure awareness of how a change in employment will affect household cash flow, including if the situation includes a temporary return to a cash assistance placement.

### **Refusal of a Job Offer**

If after an employment interview the participant refuses a bona fide offer of employment, the participant must provide a good cause reason for the refusal or demonstrate the inability to perform the work activities related to the employment offer.

If the refusal is related to a previously unidentified employment barrier the W-2 agency must offer the BST and follow-up assessments based upon the screening results. This may result in a delay of the RWJ placement until barrier accommodation can be established.

If there is no apparent good cause, the W-2 agency must further investigate and make appropriate case decisions based upon the results of the inquiry. A refusal of a bona fide job offer without good cause may affect W-2 eligibility if the case closes and the individual re-applies for W-2 within 180 days.

### **Termination by the Employer**

If during the RWJ or CMF placement the employer terminates the participant's employment the employer may be asked to provide an evaluation of the participant's work performance as it relates to that decision. This performance information will be valuable in the job readiness assessment. The W-2 agency must investigate and document the reasons for the termination and make appropriate case decisions based upon the results of the inquiry. If the participant

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had good cause or reveals a formerly unidentified barrier, the participant may be placed into the appropriate tier on the W-2 employment ladder. If good cause did not exist future W-2 eligibility could be affected if the case closes and the individual re-applies for W-2 within 180 days.

If the RWRP employee is terminated when the wage subsidy ends, and this termination is not related to job performance, that employer may be ineligible for future RWRP placements.

Regardless, the RWJ or CMF placement must end effective the last date of employment.

**Voluntary Job Quit**

If the participant voluntarily leaves RWRP employment the W-2 agency must review the participant's actions to determine whether good cause exists. If good cause exists the agency must re-evaluate the participant's level of employability and make the appropriate placement change and provide appropriate services based upon the new information.

If good cause did not exist future W-2 eligibility could be affected if the case closes and the individual re-applies for W-2 within 180 days. Again, the RWJ placement must end the effective the last date of employment.

**Sanctions and Payment Reductions**

There is no W-2 cash assistance payment for participation in the RWJ placement; instead participants will receive a paycheck from the employer during participation in the RWRP project. Participants may receive a reduced paycheck for absence from work, or may be terminated by the employer for reasons identified by the employer.

In addition, during participation in RWRP the participant may remain subject to other sanctions related to non-cooperation with Child Support and Learnfare. Failure to cooperate with Child Support at any point will result in a case closure, and subsequent loss of the RWJ placement and wage subsidy. The process to recover Learnfare penalties from RWRP employees is done through payments to the Public Assistance Collections Unit as explained in Operations Memo 99-54.

**Dispute Resolution**

The W-2 agency is required to attempt to mediate disputes that arise in the course of the RWJ placement and attempt to prevent them from escalating into issues that may result in job loss.

If the issue is related to a potential barrier, the W-2 agency will take measures to identify and remediate specific employability barriers including offering the BST and follow-up assessments based upon the screening results. Identification of a previously unidentified barrier may result in termination of the RWJ placement.

If the issue is related to attendance or job performance, the W-2 agency will identify the underlying reason and attempt to remedy the situation before it results in the participant's loss of employment.

Employer decisions, including termination and pay reduction decisions, will not be subject to the dispute resolution process defined in the W-2 Fact Finding policy. However, if the participant has a dispute regarding eligibility decisions or service provision by the W-2 agency, the fact finding process is available to resolve the dispute.

## Agency Coordination

### **PSI JSPA Responsibilities**

- Completes any additional employment and career interest inventories that may be useful in job matching;
- Completes CARES Work Program screens WPEH, WPNP, CMCC;
- Informs the assigned FEP of the potential and/or imminent RWJ placement;
- Informs the FEP of the employment, wage and subsidy, and number of weeks of the placement and subsidy information for the EP and CWW employment page;
- Informs the FEP when the participant has lost employment and that a placement change and CWW entry can be completed;
- Informs the FEP when the RWJ placement and subsidy expires as planned so CARES and CWW entry can be completed.

### **Maximus and YWCA CMA Responsibilities**

- Completes BST and appropriate job readiness assessments and related CARES entry;
- Updates the EP and completes related CARES entry, including WPCH;
- Change placement to RWJ after subsidized employment has started;
- Change the placement to CMF following RWJ and complete all related CWW employment page and CARES entries;
- Complete CWW employment page entry, using the "t" code (Trial Job) during the RWJ placement and then when the participant is retained in unsubsidized employment change the code to "r" for regular employment;
- Manually update the Wisconsin 60-month clock using the OTF code and the ARW reason code for each month of the RWJ placement when there is no cash payment tick. In addition, this must also be completed for the second parent of the household if there is one;
- Coordinate with the county to ensure no interruption in child care authorization during RWJ and CMF placements.

## Coordination with Other Programs

### **RWRP and FoodShare**

Transitional FoodShare (FS) will begin the month following the last cash assistance payment, as long as the "t" code is used on the CWW employment page and the subsidized portion of the earnings is entered on this page. It is important that RWRP employment is coded correctly in CWW, because the FS benefit will be affected by this entry.

Transitional FS allows the household to potentially receive the maximum FS benefit amount for the household size. The budget used for the FS amount is the budget used the month prior to their last W-2 payment. This budget amount is frozen for five months; the result is that earned income during this time does not affect the FS benefit amount. At the end of the five months the household must complete a FS review to continue to receive this benefit.

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**RWRP and Child Support**

As is the case with regular employment, all of the Child Support paid on behalf of children of RWRP employees will be passed through to the family. If there is a Child Support order for the RWRP employee, it will be collected from wages paid by the employer. If during RWRP the participant does not continue to cooperate with the Child Support Agency, the case will close and the participant will lose eligibility for the RWJ placement.

**RWRP and Child Care**

RWRP employees will remain eligible for a Child Care subsidy during the RWJ placement and following placement into unsubsidized employment as long as all Child Care eligibility criteria continue to be met.

## **Ending the RWJ Placement**

The W-2 agency must close the RWJ placement if the participant:

- Loses W-2 financial or non-financial eligibility;
- Accepts unsubsidized employment;
- Voluntarily quits the RWJ placement; or
- Is involuntarily terminated from the RWJ employment.

**Loss of W-2 Eligibility**

If the RWRP employee loses W-2 non-financial or financial eligibility during the RWJ placement, the FEP has the option of determining the best end date for the placement based upon the participant's and employer's needs as allowed for within existing W-2 policy. It is expected that the agency will encourage the employer to retain the participant for permanent unsubsidized employment if the wage subsidy must end prematurely. However, CMF services must continue regardless of financial and non-financial eligibility criteria.

## **W-2 Performance Standards**

Participants in RWJ will be measured in the required Performance Standards:

- Entered Employments,
- Job Retention,
- Wage at Placement,
- Customer Satisfaction, and
- Assessment completion.

## **WP Office Transfer within Milwaukee County**

If a RWRP employee has moved and to a new W-2 region within Milwaukee County, the RWJ placement should remain open if the participant is continuing in the RWRP employment. The case should not be transferred to the new region until the RWJ and CMF placements have been completed. If the RWRP employment is terminated and the participant is expected to return to a CSJ or W-2 T placement, the agency transfer process can begin (please refer to the Milwaukee County Transfer Policy, Operations Memo 07-14).

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## A Move Outside of the County

If the RWRP employee has moved outside the county and has retained the RWRP employment, the RWJ placement should remain open and the W-2 case must not be closed until the completion of CMF.

If the participant has moved outside of the county and the participant has not retained the RWRP employment, the RWJ placement along with the RW component on WPCH, and the CWW Employment Page must be end-dated to show that the participant is no longer is subsidized employment before the WP closure is completed.

The county eligibility office transfer of FoodShare and BadgerCare Plus may occur, and will require special communication and coordination between the RWRP agency and the new county agency. If this situation occurs, the W-2 agency should contact the Regional Administrator for assistance in facilitating this process if needed.

## CARES Processing Instructions

The FEP must document assessment information utilizing the appropriate CARES screens, including case comments. The assessment screens must be up-to-date and complete at the time of the RWJ placement and reviewed to ensure accuracy when the placement is changed or ended.

### Assessment Screens

When conducting job matching and career interest inventories for RWRP complete or update informal assessment information using the assessment driver flow in CARES.

### WPED

Review this screen to be sure that the most recent math and reading scores and the highest education level completed are reflected on this screen.

WPED	ASSESSMENT - EDUCATION	06/04/08 08:54
		XCT266 K CLOUGH
PIN: 6100945673	OFFICE: 1575	CTY/TRIBE: 40
NAME: DAVIS	GINA	CASE MANAGER: XCT266
LAST ASSESSMENT UPDATE:		UPDATED DATE:
DO YOU WANT TO INITIATE A NEW ASSESSMENT: Y (Y/N)		
EDUCATION HISTORY: ORIGINAL CURRENT		
<b>HIGHEST ED. LEVEL: 012 012</b> CURRENTLY IN SCHOOL: n		
LAST YEAR ATTENDED: 1999		
WHERE ATTENDED	DEGREE	MM/YR RECEIVED
		COURSE OF STUDY
TESTING: -----ORIGINAL-----		
LEVEL SCORE TEST MM/YEAR		
READING		10.0 0523 tabe 04 2008
MATH		10.5 0550 tabe 04 2008
ENGLISH		
APTITUDE		
INTEREST		
LIFE SKILLS		
PF14 WPAW	PF15 WPJR	PF16 WPJS
PF17 WPTS		
NEXT TRAN:	PARMS: 6100945673	

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**WPJR**

Be sure that the type of transportation, vehicle, driver's license, and number of children needing care, and the barriers indicator are correct on this screen.

WPJR	ASSESSMENT - PARTICIPATION READINESS	06/04/08 09:15 XCT266 K CLOUGH
PIN: 6100945673	OFFICE: 1575 CTY/TRIBE: 40	CASE MANAGER: XCT266
NAME: DAVIS	GINA	
LAST ASSESSMENT UPDATE: 06 04 2008	UPDATED DATE: 06 04 2008	
TRANSPORTATION:	TRANSPORTATION TYPE: CO	LIABILITY INSURANCE(Y/N): Y
	VEHICLE: Y VALID DRIVERS LICENSE(Y/N): Y	STATE: WI TYPE: 1
IF NO VALID LICENSE WHY?: _____		
WILL COMMUTE ONE WAY: 00 MILES		
CHILD CARE:	NO. OF CHILDREN NEEDING CARE: 02	CARE ARRANGED(Y/N): Y
	TYPE OF ARRANGEMENT: RE _____	
SUPPORTIVE SERVICES NEEDED: _____		
CLIENT STATED ASSETS: _____		
OTHER AGENCY/PROGRAM PARTICIPATION : _____		
PARTICIPATION BY (F- FAMILY MEMBER C- CLIENT): _____		
COMMENTS: _____ _____		
<b>ARE THERE BARRIERS TO EMPLOYMENT (Y/N)? : N</b>		
PF13 WPED PF14 WPAW PF16 WPJS		
NEXT TRAN: _____ PARMS: 6100945673 _____		

**WPRU**

Include an explanation of placement into RWJ in the comments section of this screen. When the placement ends include the reason indicating whether the person retained RWRP employment and is now in unsubsidized employment or whether the placement ended without unsubsidized employment having been achieved.

WPRU	ASSESSMENT - EMPLOYMENT & SCREENING RESULTS	06/04/08 10:06 XCT266 K CLOUGH
PIN: 6100945673	OFFICE: 1575 CTY/TRIBE: 40	CASE MANAGER: XCT266
NAME: DAVIS	GINA	
LAST ASSESSMENT UPDATE: 06 04 2008	UPDATED DATE: 06 04 2008	
IS PARTICIPANT READY FOR UNSUBSIDIZED EMPLOYMENT (Y/N)? : Y		
SUMMARY OF DECISION: _____		
<p>Explain <u>how</u> the RWJ placement will strengthen this person's attachment to the workforce and ability to achieve long term job retention.</p>		
BARRIER SCREENING STATUS: _____		

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**Employability Plan**

The FEP must develop a new Employability Plan (EP) with the participant to coincide with the RWJ placement. The EP will detail a logical, sequential series of actions and will identify the participant's employment goals, personal goals, and all assigned activities. The EP will demonstrate a link between assessment results, employment skill development, job retention plans, and work supports.

**WPJS - Part 1**

Part 1 of the EP will identify the employment goals which can be achieved during program participation and those which may be reached beyond the program. The primary goal may be listed as the job title that coincides with the subsidized employment. The secondary and additional goals may be related to the individual's unique skills, education, and interests.

The participant's ultimate career goal may be a step on a career ladder that begins with the RWRP employment. This goal can be recorded as a long-term goal.

WPJS	EMPLOYABILITY SERVICE PLAN - 1	06 09 08 13:36 XCT266 K CLOUGH
PIN: 6100945673		OFFICE: 1575
NAME: DAVIS	GINA	COUNTY/TRIBAL UNIT: 40
*** LAST EMPLOYABILITY PLAN UPDATE: 06 04 2008 CASE MANAGER: XCT266		
PROGRAM EMPLOYMENT GOALS:		
PRIMARY: DOT	600 000 000	TITLE: MACHINIST
SECONDARY: DOT	___ ___	TITLE: _____
RELATED GOALS: LONG TERM FULL-TIME EMPLOYMENT AS A SKILLED MACHINIST		
SHORT TERM COMPLETE MACHINIST APPRENTICESHIP PROGRAM		
PARTICIPANT'S PERSONAL GOAL:		
	STEPS	DATE COMPLETED
1	FIND APPROPRIATE DAY-CARE FOR CHILDREN	___ ___
2	COMPLETE CDL TRAINING COURSE	___ ___
3	_____	___ ___
4	_____	___ ___
5	_____	___ ___
6	_____	___ ___
PF13 WPED PF14 WPAW PF15 WPJR		
NEXT TRAN: _____ PARMS: 6100945673		

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**WPAS Part 2**

The participant's personal goals should be listed in Part 2. These are steps that outline long range and short-term activities the participant may do to achieve employment goals, and may be completed outside of program participation. Examples of goals to be listed in Part 2 may include:

- Any specific employment competency identified by the employer;
- Securing a driver's license;
- Addressing parenting issues;
- Obtaining financial counseling;
- Involvement in support groups;
- Obtaining education and training to achieve long-term career goals.

Additional goals may be related to the primary job goal or may describe specific workplace competencies the participant will develop during RWRP employment.

WPAS	EMPLOYABILITY SERVICE PLAN - 2	06/09/08 13:38
		XCT266 K CLOUGH
PIN: 6100945673	OFFICE: 1575 EP WORKER: XCT266	PRINTER-ID: VDR4926P
NAME: DAVIS	GINA	COUNTY/TRIBAL UNIT: 40
*** LAST EMPLOYABILITY PLAN UPDATE: 06 04 2008 CASE MANAGER: XCT266		
ACTIVITY PLAN: (6 MONTHS MAXIMUM) 06 01 2008 THRU 11 30 2008		
ACTION STEPS OR ACTIVITY	PLANNED BEG DATE	PLANNED END DATE
1	06 02 08	11 30 08
<b>REAL WORK REAL PAY JOB</b>		
HRS/WK: _____	REM: _____	CC: Y TRNS: Y OTR: _____
DEL: _____	LOCN: _____	PD: GATES FOR LEARN
2		
HRS/WK: _____	REM: _____	CC: _____ TRNS: _____ OTR: _____
DEL: _____	LOCN: _____	PD: _____
3		
HRS/WK: _____	REM: _____	CC: _____ TRNS: _____ OTR: _____
DEL: _____	LOCN: _____	PD: _____
MAILED (Y/N): N MAILED DT: 06 09 2008 SAVE EP IN HISTORY: Y		
COMMENTS: _____		
PF13-WPED PF14-WPAW PF15-WPJR PF16-PRINT ADD ACTIVITIES N		
NEXT TRAN: _____ PARMS: 6100945673		

**WPEH**

When the RWRP subsidized employment begins, create a new employment entry on WPEH. Employment that is 30 hours per week or more is considered fulltime in W-2. Complete all relevant entry as highlighted below. Enter the most appropriate DOT code from the reference table in the DOT field. When the wage subsidy ends, use the most appropriate code available in the Reason for Leaving Reference Table. For example, JA for job advancement – when the participant is retained by the employer and FO for fulfilled obligation could be appropriate when the participant is not retained at the end of the subsidy.

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Indicate **medical benefits** and **other benefits** that are available through the employer. Check the Reference Table for the most appropriate code.

WPEH	EMPLOYMENT HISTORY	06/04/08 09:16 XCT266 K CLOUGH
PIN: 6100945673		WDA: CTY/TRIBE: 40
NAME: DAVIS	GINA	OFFICE: 1575
 <b>ENTERED EMPLOYMENT (Y/N): N</b>		
<b>BEGIN DATE: 06 02 2008</b>		END DATE: _ _ _
 PROVIDER ID: _____ STAFF ID: _____		
DURATION: _____ FULLTIME LESS THAN 30 DAYS _____ PARTTIME LESS THAN 30 DAYS		
<b>X FULLTIME 30 DAYS OR MORE</b> _____ PARTTIME 30 DAYS OR MORE		
EMPLOYER TYPE: PUBLIC _____ PRIVATE <b>X</b> <b>AVG HRS/WEEK: 40</b>		
EMPLOYER NAME: GENERAL MACHINING _____		EMPLOYER SEQ NUM: 01
ADDRESS: _____		
 CITY: _____ MILWAUKEE _____ STATE: WI ZIP: 53711 _____		
<b>DOT: 600</b> <b>HOURLY WAGE: 12.79</b> <b>PAY CODE: HR</b>		
JOB DUTIES: _____		
 REASON FOR LEAVING: _____		
<b>MEDICAL BENEFITS: S OTHER BENEFITS: SV</b>		
PF13 WPED PF14 WPFT-30 PF15 WPFT-180 PF5 REFRESH WPEH		
NEXT TRAN: _____ PARMS: 6100945673 _____		

When the subsidized employment ends, end the employment entry on WPEH. When unsubsidized employment begins, (when the wage subsidy ends) create a new employment entry on WPEH. Enter Y for "Entered Employment" on WPEH.

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**WPCS**

When the RWJ placement begins, add component RW. When the RWJ placement ends, close the RW component as of the last date of the wage subsidy; this date should coincide with the last day worked. If unsubsidized employment begins, add the correct working component WF. The number of hours per week should equal the actual number of hours scheduled to work. See the WPCH screen shot below.

WPCS	CREATE/UPDATE COMPONENT/STATUS	06/04/08 09:30
		XCT266 K CLOUGH
PIN: 6100945673	REGION: 0005	OFFICE: 1575
NAME: DAVIS	GINA	COUNTY/TRIBAL UNIT: 40
TYPE OF ACTION: U (A-ADD U-UPDATE C-COMplete D-DELETE)		
<b>COMPONENT/STATUS: RW REAL WORK/PAY</b>		
PHASE: A (P-PENDING S-SCHEDULED A-ACTUAL)		
BEGIN DATE: 06 02 2008		
STAFF ID: XCT266		
PROVIDER ID: 0005		
WEEKLY SCHEDULED HOURS: 40	W-2 SANC IND (Y/N): _	
DAILY SCHEDULED HOURS: 08	FREQUENCY (DAYS PER MONTH): 22	
FUNDING SOURCE: WTWO__		
EMPLOYER PROVIDER ID: _____		
SITE ID: _____		
<b>DOT: 600</b>		
NON-APPROVAL CODE: _____		
<b>ANTICIPATED END DATE: 11 30 2008</b>		
COMPLETION CODE: _		
ACTUAL END DATE: _ _ _		
PF13 WPCS	PF14 POST ANOTHER COMPONENT	
NEXT TRAN: _____	PARMS: 6100945673 _____	

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WPCH		COMPONENT/STATUS HISTORY		06/09/08 13:42	
				XCT266 K CLOUGH	
PIN: 6100945673		REGION: 0005		OFFICE: 1575	
NAME: DAVIS		GINA		COUNTY/TRIBAL UNIT: 40	
				CASE MANAGER: XCT266	
TYPE OF ACTION:					
OFFICE/REGION:		1575 0005	1575 0005	1575 0005	—
COMPONENT/STATUS:		<del>WRKNG FULLTIME</del>	REAL WORK/PAY	ENR W/ORIENT	
PHASE/SANC IND:		A	A	A	
BEGIN DATE:		12 01 08	06 02 08	05 07 08	
STAFF/PROVIDER ID:		XCT266 0001	XCT266 0005	XCT266 0001	
SCH HRS: WKY/DLY:		40 08	40 08		
FREQ: DAYS PER MM:		20	22		
FUNDING SOURCE:			WTWO		
EMP PRV ID:					
SITE ID/DOT:		600	600		
NON-APPROVAL CD:					
ANTIC END DATE:			11 30 08		
COMPLETION CODE:			A		
ACTUAL END DATE:			11 30 08	05 07 08	
PAGE: 1					
NEXT TRAN: _____		PARMS: 6100945673 _____			

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**WPNP**

Even though the RWRP employee is not receiving a W-2 cash payment, any hours of RWRP employment that are missed, with or without good cause, must be entered on WPNP. Absences may be verified through pay stubs, at the 3-way conferences, or during site visits.

WPNP	NON-PARTICIPATION HISTORY LISTING	06/04/08 09:31 XCT266 K CLOUGH																														
PIN: 6100945673    DAVIS    GINA																																
CTY/TRIBE: 40    REGION: 05    OFFICE: 1575																																
CASE: 6700449863    CAT: WW C    SEQ: 01																																
SANC REQ DT:    EXMP REQ DT:																																
<table style="width: 100%; border-collapse: collapse;"><tr><td colspan="2" style="text-align: center;">NON-PARTICIPATION</td><td style="text-align: center;">ACT COMP</td><td colspan="3" style="text-align: center;">NON-PARTICIPATION</td><td colspan="2" style="text-align: center;">GOOD CAUSE</td><td style="text-align: center;">INC</td><td style="text-align: center;">ONG</td></tr><tr><td colspan="2" style="text-align: center;">BEGIN DATE    END DATE</td><td style="text-align: center;">CD    STAT</td><td style="text-align: center;">TYPE</td><td style="text-align: center;">RSN</td><td style="text-align: center;">HRS</td><td style="text-align: center;">RSN</td><td style="text-align: center;">HRS</td><td style="text-align: center;">IND</td><td style="text-align: center;">IND</td></tr><tr><td colspan="2" style="text-align: center;">DEL</td><td colspan="8"></td></tr></table>			NON-PARTICIPATION		ACT COMP	NON-PARTICIPATION			GOOD CAUSE		INC	ONG	BEGIN DATE    END DATE		CD    STAT	TYPE	RSN	HRS	RSN	HRS	IND	IND	DEL									
NON-PARTICIPATION		ACT COMP	NON-PARTICIPATION			GOOD CAUSE		INC	ONG																							
BEGIN DATE    END DATE		CD    STAT	TYPE	RSN	HRS	RSN	HRS	IND	IND																							
DEL																																
<table style="width: 100%; border-collapse: collapse;"><tr><td style="width: 20%;">06 03 2008</td><td style="width: 20%;">06 03 2008</td><td style="width: 10%;">RW</td><td style="width: 10%;">AG</td><td style="width: 10%;">NN</td><td style="width: 10%;">008</td><td colspan="4"></td></tr></table>			06 03 2008	06 03 2008	RW	AG	NN	008																								
06 03 2008	06 03 2008	RW	AG	NN	008																											
PF13 WPNH    PF14 WPMA    PF15 UNDELETE ON WPNP																																
NEXT TRAN:    PARS: 6100945673																																
		PAGE: 1																														

**CMCC**

CMCC CASE COMMENTS 06/04/08 10:03  
XCT266 K CLOUGH

COUNTY: 40 MILWAUKEE  
PIN/CASE: 6100945673 NAME: GINA DAVIS

DATE ENTERED  
ENTERED BY COMMENTS

06 04 08  
XCT266

06 04 08  
XCT266

06 04 08  
XCT266

Document everything related to the work placement, the job retention discussions and interventions, on-site meetings, employer contacts, and all conditions related to the ending of the placement and the transition to unsubsidized employment.

DO YOU WISH TO SAVE & EXIT ? \_ DO YOU WISH TO SAVE & ADD MORE ? \_

NEXT TRAN: \_ PARMS: A//6100945673 \_

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**WPWW**

The RWJ placement code has been created for the RWRP pilot. The RWJ placement begin date must be the first day the participant is on the worksite with the employer. This placement change must occur after the first day of employment has been confirmed. This change will result in the ineligibility for cash assistance.

WPWW	WISCONSIN WORKS INFORMATION	06/04/08 10:09
CASE: 6700449863		XCT266 K CLOUGH
LAST UPDATED: 05 07 08		
DC: ____	SEQ NUM: 001	
CASE MANAGER: XCT266	FEP-ID: XCT266	PRIMARY WORKER: XCT266
INITIAL W-2 ELIGIBILITY DATE: 05 07 2008		
W-2 BEGIN DATE: 09 14 2008	W-2 END DATE: ____	
PARTICIPANT PIN: 6100945673		
NAME: GINA	DAVIS	
<b>PLACEMENT: RWJ REAL WORK REAL PAY JOB</b>		
<b>PLACEMENT BEGIN DATE: 09 14 2008</b>		PLACEMENT END DATE:
-----INDIVIDUALS ELIGIBLE FOR PLACEMENT-----		
NAME: GINA	DAVIS	PIN: 6100945673
NAME:	PIN:	
PF13 NEW EPISODE		
NEXT TRAN: ____	PARMS: 6700449863	

When the RWJ placement ends, the end date must be the last date of the wage subsidy, which should coincide with the last day worked. A new placement into CMF or into a paid placement must begin the following day.

**Example:** Marcia is a CSJ participant determined appropriate for RWRP participation in August. She is matched with an employer and begins her unsubsidized employment on September 14. The RWJ placement begin date must be 09 14 2008. Her placement goes well and the employer decides to hire her for permanent unsubsidized employment. Her first day of unsubsidized employment is January 7. The placement begin date for CMF should be 01 07 2009, which automatically ends the RWJ placement as of January 6.

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**Clock Ticks**

Wisconsin's 60-month time limit must be manually tracked during the RWJ placement. The OTF<sup>3</sup> clock must be ticked on the AIWO screen using the new override reason code, ARW. When the ARW override reason code is used, CARES will correctly tick only the State 60-month clock, not the Federal 60-month clock.

If there is a second parent with a W-2 eligibility status of Eligible Adult (EA) or Included Adult (IA), a manual OTF clock tick must also be entered for that individual.

If the RWRP employee was in either a CSJ or W-2 T placement on the last day of the month, CARES will apply that tick on the last business day of the month. It will be a good practice to review AIWC (the clock screen) at the beginning of each month, if there is no automated tick for the previous calendar month, the OTF should be added. CARES will not allow the addition of an OTF tick for a month in which a payment tick is already in place.

AIWO	CREATE W2 CLOCKS	06/09/08 13:45
CASE: 6700449863	WORKER: XCT266	XCT266 K CLOUGH
LAST UPDATED:	CASE STATUS: OPEN	CASE MODE: ONGOING
NUM: ____ NAME: _____ SSN: _____		
BENEFIT MMY: 0908    CLOCK TYPE: OTF    OVR RSN: ARW    OVR USER ID: XCT266		
COMMENT:		
Add a comment explaining that this is a manual tick for the RWJ placement.		
PFKEYS: 13=AIWC		
-----INDIVIDUALS-----		
--		
01 GINA D (PP )    02 KIM D (DAU)		
NEXT TRAN: _____ PARMS: 6700449863 _____		

Be sure that the month that you are adding the OTF tick for is the correct corresponding month that there has been no corresponding CSJ or W2T payment tick.

<sup>3</sup> The OTF tick is the only tick that can be manually updated. This code is most commonly used when a participant has received TANF in another state and is used to update the Federal TANF clock.

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**CWW Employment Page**

**CARES Worker Web - Employment** - Microsoft Internet Explorer

User ID: XCTA28 User Name: K CLOUGH Quick Select: CASE/RFA Go Help Logout

Primary Person: GINA DAVIS 33F PP Case: 1700450913 Status: Pending Mode: Intake 06/09/2008

**Navigation Menu**

- CARES Home
- Search
- Inbox Search
- REFAY Case
  - Client Registration (0)
  - Case Summary
  - Case Comments
  - Application Entry (0)
    - Case Information
    - Individual Demographics
    - Benefits/School
    - Individual Non Financial
    - Long Term Care
    - Asset Information
    - Employment / Unemployment Queries
  - Employment
    - Summary
    - Outpost
    - Employment
    - Loss of Employment
    - Self Employment
    - Impairment Related Work Expense
    - Room and Board Expenses
    - WIP Sanctions
    - Non Cooperation
    - Unearned Income
    - Expenses

**Employment**

Cancel [X] Reset

Total: 1

**Employment Information**

Effective Period

\* Begin Month: 06 / 2008 End Month: MM / YYYY Last Updated: 06/09/2008

Delete Reason: [X]

Employer Information

\* Individual: GINA DAVIS 33F PP Sequence: 1

WI Employer Number: [X] FEIN: [X]

\* Employer Name: ABC MACHINING [Search]

Address: 2142 CLARK ST.

City: MILWAUKEE State: WI - WISCONSIN

ZIP: 53701 Phone: [X]

Fax: [X]

Employment Description

\* Employee Type: [X] \* Job Title for Health Insurance: [X]

\* Employment Type: T - TRIAL JOB \* Verification: AF - AGENCY FORM

\* Begin Date: 06 / 02 / 2008 \* Verification: AF - AGENCY FORM

First Pay Check Date: MM / DD / YYYY

\* Employment Ended?: No Verification: [X]

Employment End Date: MM / DD / YYYY Verification: [X]

Date of Last Paycheck: MM / DD / YYYY Verification: [X]

Done Trusted sites

The CWW Employment Page must be completed for the RWRP employee when it has been confirmed that employment has begun. This page will be completed as for any employment, except that the Employment Type field must be entered as "t" for Trial Job and the wage subsidy amount computed as a monthly amount and entered in the TJB subsidy field. This will ensure that CARES budgets the RWRP wages appropriately for each requested program's eligibility determination. Using the "t" code ensures that if the earned income from the RWRP job exceeds 115% of the Federal Poverty Level, the case will not close.

It is equally important to update this page after the wage subsidy. Change the Employment Type to "r" for regular employment and remove the TJB Subsidy amount when the participant transitions to unsubsidized employment. If the participant is no longer employed with the RWRP employer, the Employment Page sequence should be ended.

**CARES Generated Letters**

When the participant's placement is changed to RWJ, a placement letter (AELR) will be automatically generated by CARES. This placement letter will inform the participant of the RWJ placement change and will provide an additional reminder of the conditions of the RWJ placement.

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## **Appendix**

W-2 Real Work Real Pay Wage Subsidy Agreement (page 1)

W-2 Real Work Real Pay Employer Agreement (page 2)

W-2 RWJ Placement Agreement

W-2 RWJ Placement Letter

Wisconsin Works Employee Displacement Grievance Policy

Thoughts on Mentoring



### Real Work Real Pay Wage Subsidy Agreement

Personal information you provide may be used for secondary purposes [Privacy Law, s. 15.04(1)(m)]

#### Part 1 - Employee Data (W-2 agency completes this section)

1. Participant's Name (Last, First, MI)	2. PIN Number
3. Address	4. Home Telephone

#### Part 2 - Employer Data (Employer completes this section)

5. Employer Name (official company name)	6. FEIN	7. Telephone
8. Employer Address		
9. Worksite Name (if different than #5)		
10. Worksite Address (if different than #8)	12. Worksite Telephone (if different than #7)	
13. Direct Supervisor of person named in #1		

#### Part 3 - Employment Position (W-2 agency with input from employer, completes this section)

14. Job Title	15. RWRP Employment Begin Date	16. RWRP Anticipated Subsidy End Date
17. Job Duties		

#### Part 4 - Financial Agreement

18. Hourly Wage to be paid by employer to employee:	19. Number of hours the employee is scheduled to work per week:
20. Employee Payment schedule: Weekly <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Monthly <input type="checkbox"/>	21. Maximum Subsidy Amount: 30 hrs. per week x \$      x      weeks

I certify that I have reviewed the Employer Agreements on page 2 and that I am authorized to sign this agreement on behalf of the employer listed in Part 2 above.

22. Authorized Signature (employer)	23. Title	24. Date
25. Authorized Signature (W-2 Agency)	26. Title and Agency	27. Date

The W-2 agency agrees to reimburse the employer for a portion of the participant's wages pursuant with the terms and conditions described in this agreement, and the attached *Employer Agreement*.

#### RWRP Wage Subsidy Extension:

(Describe the circumstances under which a wage subsidy extension has been approved for the participant and this employer, including for number of weeks and the expected outcome of the extension.)

## EMPLOYER AGREEMENTS

**As a participating employer, I agree to:**

- Provide job training to the employee listed in Part 1.
- Pay the RWRP employee the same wage as other workers in the same or equivalent employment positions.
- Provide Worker's Compensation coverage and Unemployment Insurance.
- Provide the W-2 agency with information regarding the RWRP employee's ongoing job performance during the subsidy period and throughout follow up services.
- Assist the W-2 agency to identify a worksite mentor. Mentors are eligible to receive a stipend of \$50 per month from the W-2 agency, this may be provided in a payment directly from the W-2 agency to the mentor or it may be paid to the mentor through the employer's accounting system.
- Comply with all federal, state and local laws, ordinances, and regulations affecting employees including the Family Medical Leave Act, the Americans with Disabilities Act, and the Civil Rights Act of 1964 prohibiting discrimination of any employee or trainee based upon race, color, sex, age, sexual orientation, handicap, political affiliation or national origin.
- Provide a safe and healthy work environment in compliance with federal, state and local health and safety standards.
- Not fill any of the following positions with a RWRP employee:
  - A vacancy created by a layoff or strike from the same or a substantially equivalent position within the same organizational unit;
  - A vacancy created by the termination of a regular employee for the purpose of hiring an individual with a wage subsidy;
  - A vacancy resulting from a labor dispute regarding the same or a substantially equivalent position.

If a regular employee wishes to file a grievance related to displacement, provide the *Wisconsin Works Employee Displacement Grievance Policy* (DWSW-13121-P) to that regular employee.

- Be aware that the wage subsidy will end if the RWRP employee loses W-2 eligibility.
- Retain the employee named in Part 1 for permanent unsubsidized employment upon completion of the RWRP wage subsidy if the employee has successfully performed on the job during the training period.
- Participate in the pilot evaluation by providing general feedback about your experience as an employer in this pilot with evaluators and monitoring staff.

### W-2 Real Work Real Pay Placement Agreement

Personal information you provide may be used for secondary purposes [Privacy Law, s. 15.04 (1)(m)].

Participant Name (Last, First, MI)	Personal Identification Number	RFA/Case Number
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**By putting my initials below, I am stating that my W-2 worker explained this to me and I agree to each statement.**

\_\_\_\_\_ **As an employed individual**, I may be eligible for other work supports such as FoodShare, Child Care, Medicaid, Job Access Loans, Emergency Assistance, Earned Income Tax Credits, and Homestead Tax Credits. I have been provided information about these resources.

\_\_\_\_\_ **During the Real Work Real Pay placement** I will receive a pay check from my employer and will **not** receive a cash payment from the W-2 agency. Job retention services will be provided by the W-2 agency. Job retention services will include frequent contact with the W-2 agency worker to discuss how things are going on the job and to support me in any manner needed to assist in job retention.

\_\_\_\_\_ **A workplace mentor** at the job site will offer guidance while I learn the skills of your new job.

\_\_\_\_\_ **In addition to contacting my employer** I will contact \_\_\_\_\_ with any issues that may put my job at risk. The W-2 agency will help with this and issues with transportation and child care.

\_\_\_\_\_ **I may be asked about my experiences.** To help improve the program project evaluators may ask me questions or ask me to participate in a discussion about my experience in the program.

\_\_\_\_\_ **I understand that the employer sets my work hours.** I understand that if I do not arrive at work and on time every day that I am scheduled to work (regardless of a claim of good cause) I put my job at risk. I will get approval from my employer in advance if I must leave my job during work hours.

\_\_\_\_\_ **I understand that my employer assigns my job duties.** I understand that if I do not complete my job duties or refuse an assignment my employer may end my job.

\_\_\_\_\_ **I agree to accept the Real Work Real Pay placement as described above.** I understand that if I end my employment without good cause I may be denied future W-2 eligibility.

Applicant/Participant Signature		Date Signed
W-2 Agency Representative	Title	Date Signed

Completion of this form meets the requirements of Wisconsin Statutes 49.147(2), Wisconsin Administrative Rules Chapter DWD 12.16(1).  
**RETAIN COMPLETED FORM IN CASE RECORD**



WISCONSIN WORKS ASSIGNMENT NOTIFICATION

Gina Davis has been assigned to the WISCONSIN WORKS (W-2) REAL WORK REAL PAY JOB placement effective 06/05/08. Read this letter along with your Employability Plan and the W-2 Participation Agreement.

In this placement you will receive a wage from your employer for work performed. You will not receive a W-2 cash payment. You may receive one or two more W-2 checks for participating in W-2 activities up to the day you started work. Contact your W-2 agency for more information about these checks.

The W-2 agency staff person who assisted you with this job will continue to provide you with support in retaining this employment for as long as you can benefit from this support.

If you have any problems or questions, be sure to call your W-2 worker listed above.

If this placement decision is in error and you are not currently employed under Real Work Real Pay you have the right to ask for a fact finding review of this decision by the W-2 agency. See the W-2 Fact Finding section below for information on the Fact Finding process.

A separate Notice of Decision will be issued if you have requested Child Care Assistance, Medical Assistance, or FoodShare benefits.

W-2 Fact Finding: If you do not agree with this decision, you have the right to ask for a fact finding review of this decision by the W-2 agency. You must ask for the review within 45 days from the date of this notice, or within 45 days from the effective date of the decision announced in this notice, whichever date is later. For information on fact finding reviews, contact your worker listed above.

SPECIAL NEEDS: If you have a disability or other need, you may request help to participate in the program by contacting the worker listed above.



## Wisconsin Works Employee Displacement Grievance Policy

No Wisconsin Works (W-2) employment position (i.e., Trial Job, Community Service Job, or W-2 Transitional placement) may be operated so as to:

- Fill a vacancy created by an employer terminating a regular employee or otherwise reducing its work force.
- Fill a position when any other person is on layoff or strike from the same or a substantially equivalent job within the same organizational unit.
- Fill a position when any other person is engaged in a labor dispute regarding the same or a substantially equivalent job within the same organizational unit.

A regular employee of a W-2 work training provider/employer may file a complaint with the local Job Center Complaint Coordinator (JCCC) if s/he believes that s/he or another employee was unlawfully terminated to create a vacancy for a person in a W-2 employment position funded in whole or part by federal Temporary Assistance for Needy Families (TANF) grants (i.e., Trial Job, Community Service Job, or W-2 Transitional placement), or if s/he believes that a person in a federally-funded W-2 employment position has been unlawfully placed in a vacancy created by a labor dispute.

- **Procedure.** Complaints of displacement must follow the procedure for "Complaints/Grievances and Appeals" outlined in the Division of Workforce Solutions (DWS) *Workforce Programs Guide, Part I: Administration of Workforce Programs Policy and Procedures Manual* (see Appendix 1, below).
- **Complaint officer.** A W-2 agency may either designate agency staff responsible for hearing displacement complaints or maintain agreements with another DWS grantee/contractor in the same locality for staff from the latter to hear such complaints.
- **Remedies.** A W-2 work training provider/employer found to have engaged in one or more of the prohibited displacement practices listed above is subject to any or all of the following penalties:
  - Termination of existing W-2 training site agreements with that work training provider/employer, after ensuring that all W-2 participants at the site are appropriately reassigned to W-2 employment positions at another site.
  - Termination of other DWS-program-related work-training site agreements with or grants to that work training provider/employer.
  - Indefinite prohibition against future W-2 or other DWS-program-related work-training-site agreements between DWS or its grantee/contractors and that work training provider/employer.
- **Notification.** W-2 work training providers/employers must inform their regular employees of the right to file a grievance under this policy, and of the procedure for doing so. Such notification may take place through such methods as:
  - A sign posted in the workplace.
  - A notification form signed by new employees during the hiring/orientation process (supplemented by other measures to notify current employees).
  - A notification slip periodically included with employee paychecks.
  - Any other means mutually agreed upon by the employer and the local W-2 agency and approved by the Area Administrator.

Standard language for all these methods of notification is appended to this grievance policy publication (see Appendix 2 below). Work training providers/employers who provide W-2 employment positions must inform the W-2 agency of the notification method being used.

- **Additional provisions.**

- Employees may initiate a group complaint. In such a case, the complainants shall choose one individual to represent the interests of the group. A group complaint shall be so designated at the first step of the grievance procedure and signed by all employees who are parties to the complaint.
- An employer against whom multiple complaints have been lodged may ask that the Job Center Complaint Coordinator (JCCC) or the W-2 Agency consolidate complaints. The JCCC or agency may consolidate complaints where a reasonable basis for consolidation exists.
- No employer may retaliate against an employee, his or her representative, or any witness who participates in the grievance procedure, for initiating or participating in the grievance procedure.

**APPENDIX 1: Displacement Grievance Procedure.** The following is the procedure to be followed for resolving displacement complaints under the Displacement Grievance policy outlined in this publication. (Note: this procedure is excerpted from the *DWS Workforce Programs Guide, Part I: Administration of Workforce Programs Policy and Procedure Manual—Section III.S: Grievances and Appeals*).

When an employer or work-training provider acting under agreement with a DWS grantee/contractor is a respondent to complaints/grievances about the administration, implementation, and operation of DWS-funded employment and training programs, including complaints of unlawful employee displacement by a DWS program participant, the following procedures must be used:

- (1) The complainant shall file a written complaint/grievance within one year after the alleged violation took place.
- (2) The grantee or contracting agency shall review the complaint/grievance to determine if it was filed within the one-year time limit and if it falls within the jurisdiction of the Department of Workforce Development (DWD) grantee/contractor and meets grievance/complaint criteria under WIA, WtW, or TANF/W-2. If the criteria are not met, the grantee shall provide the complainant with written notice of the rejection of the complaint/grievance and the reasons for that rejection. If the criteria are met, the grantee/contractor shall provide the complainant with written notice of the acceptance. The filing date shall be included in the notice.
- (3) After accepting the complaint/grievance, the DWS grantee/contractor shall contact the respondent, investigate the complaint, and attempt to reach an informal resolution.
- (4) If an informal resolution cannot be reached, the grantee/contractor shall:
  - (a) Conduct a hearing within 30 calendar days of the filing date.
  - (b) Issue a decision to both the complainant and respondent within 60 calendar days of the filing date.
- (5) Format for written decision.
  - (a) **Summary Statement** that identifies issue(s) being contested and which caused the hearing to be called. Include citation of law(s), rule(s), regulation(s) policy(ies) and agreements alleged to have been violated.
  - (b) **Findings of Facts** which enumerates items the hearing examiner accepts as facts based upon demonstration of support (documentation) from complainant's and respondent's presentation of facts and opinions.

- (c) **Conclusion** is a brief summary of the facts which affirm or deny assertions made by parties at the hearing.
  - (d) **Decision** should be based on the conclusion(s) and provide a remedy for final resolution.
  - (e) **Appeal rights** must be included in the written decision. This statement of appeal rights shall include how, where and how much time the aggrieved party has to appeal the decision.
- (6) After receiving an adverse decision or no decision on a complaint/grievance within thirty calendar days, either the complainant or the respondent (or both) may file an appeal requesting a state-level independent review. This appeal must be filed with DWS within the following time limitations:
    - (a) The complainant and/or respondent must file the appeal within 10 calendar days after they received the decision; or
    - (b) If the complainant and/or respondent did not receive a decision, they must file the appeal within 15 calendar days after the decision was due.
  - (7) After accepting a complaint/grievance that has been appealed from the grantee/contractor level requesting a state level review, the DWS administrator, on behalf of the Governor, shall review the case and issue a final decision within 30 calendar days after the appeal was filed.
  - (8) Appeal. A complaint alleging that DWS on behalf of the Governor has not issued a decision within 60 days after a complaint is filed or the party to such decision receives an adverse decision may appeal these issues to the Secretary of Labor if federal regulations governing the program in question so provide. The Secretary shall make a final determination no later than 120 days after receiving such an appeal.

**APPENDIX 2: Public Notification Language.** The following language is for use in notices to regular employees of a W-2 work training provider/employer regarding the displacement grievance policy described in this publication:

**This business is proud to be a work training provider/employer for one or more federal or state workforce programs. As a work training provider/employer this business helps participants gain job skills and work experience that will help them succeed in the workforce.**

As a work training provider/employer this business cannot:

- terminate a regular employee or otherwise reduce its workforce for the purpose of placing an individual in a federally subsidized employment position;
- fill a position with a federally subsidized workforce program participant when any other person is on layoff or strike from the same or a substantially equivalent job within the same organizational unit;
- fill a position with a federally subsidized workforce program participant when any other person is engaged in a labor dispute regarding the same or a substantially equivalent job within the same organizational unit.

As a regular employee of this business, you have the right to file a complaint if you believe your employer has engaged in one of these practices.

For further information, including information about how to file a complaint, contact your local Job Center Complaint Coordinator at:

**[Insert contact information for nearest JCCC here.]**



## **Thoughts on Mentoring**

An important aspect of the Real Work Real Pay pilot is to encourage employers to utilize workplace mentoring in their workplaces. Over the next decade, women and people of color will become more significant members of the workforce in Wisconsin as employers struggle to meet their workforce needs. Workplace mentoring can help employers overcome this change in demographics and strengthen their workforce.

Mentoring is not a new phenomenon. It has a long history with roots stretching back to the 8th century B.C. where it got its name from the elderly friend and counselor of Odysseus, named Mentor. It continued to be the basis on which commerce, craft, and art were carried on from ancient times to the present day. Today skilled trades utilize mentoring programs as part of standardized apprenticeship programs, and managers and executives utilize mentoring to support emerging leaders in their organizations. Good mentors can strengthen the new worker's chance of success by showing their protégés the ropes, and teaching them to navigate the business structure and culture.

### **What Is Mentoring?**

Mentoring is a process of helping another person through a transition; it is about one person helping another. Mentoring is "a three-way beneficial process," that helps the mentor, the new worker, and the employer.

### **What do mentors do?**

One important goal of mentoring is to foster a sense of belonging within the organization and help the new worker learn the company culture. Mentors can help new workers assess employment strengths and weaknesses, as well as help the new worker develop skills for success. A mentor can provide a fresh perspective; a new way of looking at a problem or issue, and ideally, a mentor will motivate the new worker do his or her best work.

Good mentors provide encouragement, provide honest and constructive feedback, challenge the mentee to grow beyond previously perceived limitations, listens and are easy to communicate with. Successful mentors use a sense of humor and demonstrate good interpersonal skills, and a desire to bring about change.

Employers can reap success from new worker mentoring through an increase in productivity, reduced staff turnover, properly socialized employees, and in building a solid management team.

### **What to look for in a mentor**

A mentor is a respected and competent individual who can provide guidance and advice to help a new worker grow in the job. Women and members of minority groups that are underrepresented in the workplace may find it especially helpful to have a mentor or role model of the same background to help them identify with the success of someone who has "made it" in a diverse workforce.

As you talk with employers about mentors, encourage them to choose employees who are positive about their jobs, the workplace, and their colleagues, someone that managers can envision as an organizational leader of the future.

Keep in mind that mentoring happens in spontaneous discussions and planned meetings; however boundaries should be set out to avoid problems. Without guidelines and expectations, no relationship can succeed, so before undertaking a mentoring process, there must be an informed decision made by the managers and the learners.

**Resources for you and the employers you work with:**

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